




AGENCY STRATEGIC PLAN


FOR FISCAL YEARS 2011-2015

By

TEXAS BOARD OF PROFESSIONAL ENGINEERS

July 2, 2010

SIGNED: 
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Board Members

BOARD MEMBERS	DATES OF SERVICE	HOMETOWN
G. Kemble Bennett, Ph.D., P.E. Board Chair	Appointed Chair 07/10/08	College Station
Jose F. Cardenas, P.E. Vice Chair	06/16/04 - 09/26/09	El Paso
Edward L. Summers, Ph.D., CPA Board Treasurer	07/27/06 – 09/26/11	Austin
Shannon K. McClendon Board Secretary	10/10/02 - 09/26/09	Dripping Springs
James Greer, P.E.	04/14/06 - 09/26/09	Keller
Govind Nadkarni, P.E.	3/06/00 – 9/26/11	Corpus Christi
Gary Raba, D.Eng, P.E.	7/10/08 – 9/26/13	San Antonio
Elvira Reyna	6/17/08 – 9/26/13	Denton County
Daniel Wong, Ph.D., P.E.	2/10/06 – 9/26/13	Sugar Land

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Texas Board of Professional Engineers Strategic Plan

TABLE OF CONTENTS

The Mission of Texas State Government	7
TBPE Vision, Mission, and Philosophy	9
Agency Overview	10
External / Internal Assessment	11
Agency Programs	14
Goals, Objectives, Strategies	18
Technology Resources Planning	21
Performance Benchmarking	27
 Appendix A – Planning Process	 29
Appendix B – Organizational Chart	30
Appendix C – Five-year Projection for Outcomes	31
Appendix D – List of Measure Definitions	32
Appendix E – Workforce Plan	60
Appendix F – Survey of Employee Engagement	63
Appendix G – SDSI Mission, Vision, Goals	64
Appendix H – 2011 - 2015 Projects	65

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The Mission of Texas State Government

Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner. *Aim high...we are not here to achieve inconsequential things!*

The Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

The Regulatory Goals of Texas State Government

PRIORITY GOAL

To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

- Implementing clear standards;
- Ensuring compliance;
- Establishing market-based solutions; and
- Reducing the regulatory burden on people and business.

Statewide Relevant Regulatory Benchmarks

- Percentage of state professional licensee population with no documented violations
- Percentage of new professional licenses as compared to the existing population
- Percentage of documented complaints to professional licensing agencies resolved within six months
- Percentage of individuals given a test for professional licensure who received a passing score
- Percent of new and renewed professional licenses issued via Internet
- Percent of new business permits issued online

Texas Board of Professional Engineers

In 2008, the agency reviewed and modified the Agency Vision, Mission Statement, and Philosophy. In preparation for the 2011-2015 Strategic Plan, the agency reviewed these items and found them to still be appropriate to provide direction and focus to the agency.

AGENCY VISION STATEMENT

"A Well Engineered Texas"

AGENCY MISSION STATEMENT

Our mission is to protect the health, safety, and welfare of the people in Texas by regulating the practice of engineering through licensure of qualified individuals and compliance with the laws and rules.

AGENCY PHILOSOPHY

As professionals, we value:

- ethics
- communication
- learning
- innovation
- efficiency
- accountability

AGENCY OVERVIEW

The Board is a state agency responsible for the implementation of the Texas Engineering Practice Act. The agency was created in 1937 by the 45th Legislature, Regular Session, in the aftermath of the New London School explosion in which almost three hundred students and teachers were killed as a result of an improperly designed gas heating system. Texas Civil Statutes, Article 3271a (The Texas Engineering Practice Act or the Act) established a Board to regulate the practice of engineering through licensing and rules of practice. The Act has since been recodified as Texas Occupations Code, Title 6, Chapter 1001. The Board that governs the agency is composed of six Professional Engineers and three public members appointed by the Governor and confirmed by the Senate for six-year staggered terms. The chair of the Board is directly appointed by the Governor.

The agency's primary service populations are the consumers of consulting and public sector engineering services: members of the public, transportation providers, builders, developers, cities, counties, etc. The secondary service population is composed of professional engineers who look to the Board for the establishment and maintenance of the rules regarding proper and ethical practice, and applicants who seek an engineering license. Historically, during a strong economy the consumer service population increases demands primarily on the Compliance & Enforcement Division. Service demands from engineers are relatively constant; demands from applicants and examinees historically increase during weaker economic conditions. The recent economic downturn is a case in point. In fiscal year 2007, the agency issued almost 1,800 new licenses and had over 50,600 licensees. In the first 9 months of fiscal year 2010, over 1,750 new licenses have been issued, bringing the total number of licensed professional engineers over 53,000.

The public views the agency as the entity of state government responsible for protecting the health, safety, and welfare through the licensure of qualified professional engineers and through the regulation of the engineering profession in Texas. The engineering profession views the agency as a source of information concerning ethical and professional practice issues related to engineering.

EXTERNAL / INTERNAL ASSESSMENT

MANAGEMENT TEAM

BOARD OF DIRECTORS

G. Kemble Bennett, Ph.D., P.E., Board Chair: Vice Chancellor of Engineering for the Texas A&M University System, Director of the Texas Engineering Experiment Station, Dean of the Look College of Engineering, and a Professor of Industrial Engineering at Texas A&M University. He holds a doctorate in industrial engineering from Texas Tech University.

Jose F. Cardenas, P.E., Vice-Chair: Received his Bachelor of Science in Civil Engineering from the University of Texas at El Paso. He is the president of Moreno Cardenas, Inc., a consulting civil engineering firm in El Paso.

Edward L. Summers, Ph.D., Treasurer (Public Member): Former Professor of Accounting, Emeritus member of University of Texas at Austin, and a retired Certified Public Accountant. He received his B.A. and B.S. from Rice University in Chemical Engineering and his M.B.A. and Ph.D. from the University of Texas at Austin.

Shannon K. McClendon, Secretary (Public Member): Received her doctorate of Jurisprudence from the University of Houston, and graduated magna cum laude with a Bachelor of Science degree from the University of Houston-Clear Lake. She is an attorney in private practice focusing on law affecting the electric industry.

James Greer, P.E.: Received a Bachelor of Science in Electrical Engineering from the University of Texas at Arlington and an MBA from the M.J. Neeley School of Business at Texas Christian University. He joined TXU in 1984 and is currently the Vice President of Asset Management & Engineering for Oncor Electric Delivery.

Govind Nadkarni, P.E.: Received his Bachelor of Science in Civil Engineering from Gujarat University (India) and Master's of Science in Civil Engineering from the University of Southern California. He served as Board Chair from 2006-2008. He currently serves as Southern Zone Vice President of the National Council of Examiners for Engineering and Surveying (NCEES).

Gary Raba, D.Eng, P.E.: Received Bachelor of Science, Master's of Science, and Doctorate degrees in engineering from Texas A&M University. Raba is the Vice Chair of Raba-Kistner Consultants, Inc.

Elvira Reyna (Public Member): Received a Bachelor of Arts from the University of Texas at Arlington. She served as a State Representative for District 101 in Mesquite from

1993 to 2007. She served on many legislative committees, including as Chair of the Local and Consent Calendar Committee, Higher Education, Criminal Jurisprudence, Public Safety, International Relations, and Environmental Regulation.

Daniel O. Wong, Ph.D., P.E.: Received a Bachelor of Science in Civil Engineering in 1983, a Master's of Science in 1985, and a doctorate in Civil Engineering in 1988 from University of Houston. He currently serves as President and CEO of Tolunay-Wong Engineers, Inc. in Houston, Texas.

OPERATIONS AND PROFESSIONAL MANAGEMENT

The agency has 31 full-time employees and 29 filled positions, which include one exempt position. Using EEO definitions, there are currently: officials and administrators-1, professionals-9, clerical employees-17, and technicians-2. Five Professional Engineers are on staff to analyze and evaluate technical engineering issues and the technical/professional credentials of applicants. The ethnic distribution of the staff is 51.72% White, 37.94% Hispanic, 6.90% Black, and 3.45% Asian/Pacific Islander. Women make up 55% of the agency's work force. The average tenure for an agency employee is just over 6 years. By focusing on employee retention and performance improvement issues, the agency turnover rate has decreased from 22% in 2008 to 3.23% in 2010 with a two year average of 6.45%.

The agency is divided into four main divisions: Licensing, Compliance & Enforcement, Finance, and IT & Communications. Each division is responsible for implementing particular portions of the Act and Board rules, ensuring compliance with the agency's statutory role, and supporting internal agency activities. The executive staff is composed of the Executive Director, Deputy Executive Director, Director of Licensing, Director of Compliance & Enforcement, Director of Financial Services, Director of IT/Communications, and Executive Assistant. Oversight of Human Resource functions has been moved from the Finance Division to the executive office. No employee is separated from the senior management team by more than one supervisor. The organizational structure is designed to delegate tasks among the divisions based on the assigned areas of statutory responsibility. This is done to minimize response time to the public and to provide accountability and consistency in the application of public policy.

DISTRIBUTION AND MARKETING

The agency and all of its operations are located in Austin. All geographic regions of the state are served from this location. Most engineers and engineering activities are concentrated in the urban areas of the state, especially Bexar, Dallas, El Paso, Harris, Tarrant, and Travis counties. The agency is working to meet the needs of these constituents and to improve communication through outreach efforts. The Board publishes a yearly newsletter and sends quarterly electronic newsletters. Interim news

and activities are regularly posted on the Board's Web site. Based on feedback from our customers, we are constantly updating our Web site so that information is up-to-date and easy to obtain.

FINANCING

The Board's current total annual budget is slightly more than \$4.5 million. As part of the Self-Directed Semi-Independent (SDSI) program, the Board is completely funded by fees collected for licensing, examinations, firm registrations, and license renewals. The annual renewal fee for license holders accounts for approximately two-thirds of the agency's revenues and has been set at \$35 since FY 2004. A strong focus on fiscal responsibility and cost control has allowed the Board to keep the renewal fee stable. License holders that are not exempted by law pay an additional \$200 professional fee per renewal that is a pass-through to the state's General Revenue Fund. The \$200 fee increase generates over \$7 million per year for the General Revenue Fund. In addition to the \$7 million, SDSI participation requires the Board to annually contribute over \$370,000 to the general revenue fund.

Despite the downturn in economic conditions in the United States, the Board has seen an increase in the number of examinees, firm registrations, and PE applications. PE renewals have also been steady. Disabled engineers were given an exemption from the \$200 fee increase by the Legislature at the beginning of Fiscal Year 1998. The "Inactive" status allows license holders that do not offer engineering services to the public, stamp documents, or receive remuneration for engineering work to remain licensed at a reduced fee and has helped to maintain the number of professional engineers.

The agency is certified and follows all purchasing rules and regulations and utilizes the Historically Underutilized Business (HUB) standard procedures in purchasing goods and services. Most products are purchased through term contracts. The agency also utilizes services from other state agencies such as mailing. The agency's largest expenditure (over \$1 million annually) is the purchase, grading, and administration of the national engineering examinations, which cannot be competitively bid. Despite these constraints, the agency utilized HUB's on 58% of commodity purchases under our control for Fiscal Year 2009.

SERVICE DEMOGRAPHICS

Changes in the rate of engineering licensure have historically been affected by economic factors. Texas engineers are directly or indirectly affected by the changing housing markets, commercial development, petroleum prices, real estate development, and infrastructure investment. The overall rate of licensure has remained fairly constant over the history of the Board, but recently there has been a noticeable increase in the number of examinees, licensed engineers, and registered engineering firms.

The Board licenses qualified individuals in all engineering disciplines, with Civil, Mechanical, Electrical, and Structural engineering representing almost 80% of the total population. To qualify for licensure as a professional engineer, an individual must have graduated from a curriculum in engineering, engineering technology, or a closely related science such as physics, mathematics, chemistry, or computer science. Depending on educational qualifications, each applicant must demonstrate a minimum of four years of creditable engineering experience in active practice. Most applicants must also pass national examinations in the fundamental principles of engineering and a specialized exam in their area of expertise. Applicant ages range from the mid 20's to the 60's and 70's for those who are beginning second careers. Individuals licensed in other jurisdictions can apply for licensure in Texas and are fairly evenly distributed in age.

Until the early 1970's, the engineering profession was almost completely dominated by white males. While the trend is slowly reversing in engineering schools with an emphasis on women and minorities in engineering, the demographics of licensing remain relatively unchanged.

AGENCY PROGRAMS

The Board has several important programs that significantly impact the Board's operations and the regulated community:

Self-Directed Semi-Independent Program

The passage of Senate Bill 1438 (76th Legislature, 1999), authorized the Board and two other state agencies with exemplary performance to participate in the Self-Directed Semi-Independent (SDSI) Project Agency Act. This program is not subject to the appropriation process and allows the project agencies to exercise greater autonomy over fiscal operations. Originally implemented for a two-year period, the SDSI program has been extended until September 1, 2013, with the passage of House Bill 3249 (80th Legislature, Regular Session, 2007).

Through the SDSI program, the Board has identified quality service and fiscal responsibility as our top priorities. This approach establishes that the agency will be successfully run with a strong focus on responsive services, responsible spending, and efficient operations in the achievement of the agency's mission objectives and financial commitments.

The Board has also taken this opportunity to creatively pursue innovative technologies, such as online processes and file imaging, to provide more efficient and effective

services to the public. At the same time, we are using the fiscal flexibility to strengthen our Compliance & Enforcement efforts. The Board believes the SDSI program is an innovative idea in state government management. It prioritizes state resources while continuing to provide accountability.

In summary, SDSI benefits to the State are realized as follows:

- SDSI agencies allow state government to run like a business and enhance efficiencies and deliverables.
- SDSI agencies get no appropriations from the Legislature and are self-funded.
- SDSI agencies provide quarterly progress reports to the Legislature.
- SDSI agencies provide significant monetary contributions to the state. The Texas Board of Professional Engineers contributed over seven million dollars to the General Revenue Fund in Fiscal Year 2009 through fees paid by licensees.
- SDSI agencies have repaid the program's seed money in full.
- SDSI agencies fund their own employee and retiree insurance matching costs, workers' compensation and Federal Insurance Contributions Act costs.
- The Texas Board of Professional Engineers also funds its building maintenance, operation, and insurance costs.
- SDSI agencies pay their own fees for State Auditor and Attorney General services.
- SDSI agencies do not require oversight from the Legislative Budget Board.

Fees

Senate Bill 277 (78th Regular Session, 2003) allowed the Board to set its own administrative fees and mandates that the Board establish fees in amounts that are reasonable and necessary to cover the costs of administering the different licenses, exams, and other activities of the Board. Due to strict financial controls, responsible budget management, and a comprehensive planning process, the Board has not had to raise any fees for engineering licensure since 2004, while meeting all of its budgetary and operating requirements. The SDSI program has allowed the board the flexibility to manage its own spending and revenue streams and still achieve an increase in value and services for the state.

Joint Advisory Committee – Engineers and Architects

SB277 (78th Regular Session, 2003) created a Joint Advisory Committee (JAC) on the Practice of Engineering and Architecture (see Texas Engineering Practice Act §1001.216.) The JAC originally had a term of four years, but this was extended to 2011 through rulemaking by both the TBPE and the Texas Board of Architectural Examiners (TBAE). This committee is composed of Board members from both TBPE and TBAE

with the stated goal of discussing issues relating to overlapping areas of practice. The committee is currently working to resolve issues relating to the overlap of the practice of engineering and architecture, such as comprehensive building design and enforcement cases concerning design professionals.

NCEES

The Texas Board is a member of the National Council of Examiners for Engineering and Surveying (NCEES). This organization comprises engineering and surveying boards from all U.S. states and territories, and is in charge of developing and administering all engineering exams. The council also provides a forum to discuss important engineering licensure issues.

The Board has taken a leadership role in the organization, with the election of Board member Govind Nadkarni, P.E., to the position of Southern Zone Vice President. In addition, several emeritus board members, board members, and members of staff have been appointed to various committees and task forces within NCEES. In this way, the Texas Board intends to continue leading the way on national engineering issues.

International Licensure

In 2002, the Board entered into an agreement with Canada and Mexico, through the North American Free Trade Agreement (NAFTA) to facilitate licensure of engineers across borders. In 2010, the Board revised the licensure agreement with Engineers Canada to facilitate the cross-licensure of qualified engineers in Canada and Texas.

Based on the Texas' Board's experience in international licensure, Engineers Australia, the engineering licensing body of Australia, approached the Board in 2007 to request consideration of a cross-licensure agreement based on the Australia – U.S. Free Trade Agreement (AUSFTA). After extensive negotiations and a detailed review of the Australian licensure process, in 2008 the Texas Board became the first U.S. engineering Board to enter into a Mutual Recognition Agreement with Engineers Australia.

Outreach

After the implementation of continuing education requirements for all professional engineers, the Board began to increase its focus on outreach and communications with professional engineers and engineering organizations. The agency has seen an increase in requests for outreach visits, and during FY 2009 Board members and staff made presentations at 120 events state-wide and met with over 6,900 individuals. FY 2010 has seen an increase in the demand for outreach, with almost 150 events state-wide and an attendance of over 8,000 individuals in the first nine months of the year.

In addition to presenting to professionals, the Board has made outreach to schools and universities a priority. Board members and staff have participated in such events as National Engineering Week (E-Week), speaking with students, and performing engineering demonstrations in schools. In addition, the Board encourages licensees to

participate by providing continuing education credit to engineers that make presentations to K-12 or university students.

Software Engineering

The agency, in conjunction with the Industry Advisory Committee, has formed a Software Engineering Task Force to develop procedures, guidance, and facilitate the development of an examination for licensure of software engineers. This task force has combined with other like-minded organizations to form the Software Engineering Licensure Consortium (SELC) to facilitate this process. In 2009, the SELC was successful in getting the approval of NCEES to develop a new software engineering licensure exam. The Texas Board is now an active member in the ongoing exam development process.

CONTINUOUS IMPROVEMENT

In addition to conducting its primary functions of Licensing, Compliance & Enforcement, and Administrative Services, the Board will continue to implement practices that add value to its functions. These include:

- Continuing to leverage IT resources to improve customer service, reduce costs, and protect technology and information assets;
- Continue program reviews and process improvement efforts with a focus on customer service and internal process efficiency;
- Continuing committees such as the Industry Advisory Committee, Education Advisory Committee, Joint Committee on Engineering and Geoscience, Joint Advisory Committee on the Practice of Engineering and Architecture, and a new committee on Government Advisory, to increase agency effectiveness and community awareness through stakeholder feedback and cooperative initiatives;
- Utilizing committees such as the Policy Advisory Opinion Committee and the Audit Committee to address internal and external issues concerning engineering and financial activities of the Board;
- Using auditing resources such as the State Auditor's Office, independent auditors, internal risk assessments, process improvement teams, and external reviews for streamlining and optimization of functions and operations of the Board;
- Being proactive with the industry community by participating in conferences, annual meetings, and outreach programs;
- Continuing to review Board rules for clarity and consistency; and
- Providing nationwide leadership by increasing Board and staff involvement in NCEES committees.

GOALS, OBJECTIVES, AND STRATEGIES

STATEWIDE GOAL FOR REGULATORY AGENCIES

To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

- Implementing clear standards;
- Ensuring compliance;
- Establishing market-based solutions; and
- Reducing the regulatory burden on people and business.

AGENCY GOALS

TBPE Goal A

We will provide a licensing system to ensure that only qualified and competent Texas licensees and registered firms practice professional engineering in Texas.

Objective A.1

Ensure that all individuals offering engineering services to the public become licensed, maintain a current license, and that applications for licensure are considered and acted on in a timely manner.

Strategy A.1.01

Provide licensing assistance, review and evaluate all applications for licensure, and license those individuals found to be qualified.

Strategy A.1.02

Provide engineering examinations required for licensure.

Strategy A.1.03

Maintain and provide timely information to license holders regarding the law and Board rules.

Strategy A.1.04

Provide an effective licensing renewal process.

Strategy A.1.05

Provide outreach to encourage licensure.

Objective A.2

Ensure that all firms offering engineering services to the public become registered, maintain a current registration, and that applications for registration are considered and acted on in a timely manner.

Strategy A.2.01

Provide registration assistance, review and evaluate all applications for registration, and register those firms found to be qualified.

Strategy A.2.02

Maintain and provide timely information to firms regarding the law and Board rules.

Strategy A.2.03

Provide an effective firm renewal process.

TBPE Goal B

Provide the public with swift, fair, and effective enforcement of the Texas Engineering Practice Act to protect the health, safety, and welfare of the people of Texas.

Objective B.1

Ensure fair and due process for all reported violations of the Texas Engineering Practice Act and Board rules.

Strategy B.1.01

Investigate and reach final resolution of reported violations of the Texas Engineering Practice Act and Board rules in a timely and consistent manner.

Objective B.2

Promote ethical and professional behavior of licensed professional engineers.

Strategy B.2.01

Provide outreach to ensure ethical and professional behavior.

Strategy B.2.02

Maintain and provide timely information to license holders regarding the law and Board rules.

TBPE Goal C

We will manage agency resources in the most effective and efficient manner possible in order to produce the highest possible level of service and benefit to our stakeholders and the citizens of the State of Texas.

Objective C.1

Ensure that agency processes and procedures are improved and resources and technology are effectively utilized to achieve greater efficiency.

Strategy C.1.01

Review, improve, and document processes and procedures in all areas of agency activities.

Strategy C.1.02

Utilize technology to improve internal and external processes.

Objective C.2

To ensure that agency is adequately staffed, trained, and managed to set a standard of excellence in customer service.

Strategy C.2.01

Train staff in customer service and other areas of professional competency.

Strategy C.2.02

Conduct customer service surveys and address issues based on customer input.

TBPE Goal D (Required)

Establish and implement policies governing purchasing and public works contracting which foster meaningful and substantive inclusion of historically underutilized businesses (HUBs).

Objective D.1

To include HUBs for total contracts and subcontracts that will meet or exceed the state average percent usage for contracts awarded annually by the agency.

Strategy D.1.01

Develop and implement a plan for increasing the use of HUBs through contracts and subcontracts.

TECHNOLOGY RESOURCES PLANNING

Although the agency has a relatively small IT department, all programming, database administration, email services, network administration, and desktop services are handled by the internal staff. The Board continues to leverage technology as a tool to offer better customer service while keeping expenses to a minimum.

Statewide Technology Goal 1

Strengthen and Expand the Use of Enterprise Services and Infrastructure

The agency utilizes industry standard database systems with custom applications. These applications are written in standard programming languages such as Microsoft Access and Visual Basic for internal applications and Microsoft ASP for Internet applications. By utilizing standard programming languages, these applications do not require expensive software license agreements or vendor maintenance contracts. As an added benefit, data easily interfaces with other agency systems.

The TBPE agency purchaser utilizes DIRs "ICT Cooperative Contracts" whenever possible. Technology projects utilize the DIR Project Delivery Framework for documentation and for achieving the maximum return on investment while minimizing risk.

As required, TBPE utilizes the Texas Payment Processing system setup with NIC through the Texas Online Portal for all online payments. Recently, in order to meet more stringent PCI compliance requirements, TBPE changed the payment processing methodology to be a redirect rather than an information pass-through. In addition, we were one of the first agencies to switch to the recently developed common payment gateway.

In fiscal year 2011, the agency plans to implement a document management system to better consolidate document storage with existing electronic imaging storage. An existing ICT Cooperative Contract will be used for this purchase.

Statewide Technology Goal 2

Secure and Safeguard Technology Assets and Information

TBPE is compliant with current requirements for submitting monthly incident reports and participating in annual scan and penetration tests. DIR required security policies are in place regarding access privileges.

The agency deploys several strategies regarding identity management. The primary agency database only displays, exports, or prints the last 4 digits of a licensee's social

security number. Web databases do not contain credit card information or complete social security numbers. This precaution ensures that if all other security measures were compromised, the data obtained would not be usable.

Data transferred during daily backups is encrypted both during transmission and at rest. Any transfer of confidential information is encrypted to ensure maximum security.

Advanced spam filtering has been implemented to enable each user to monitor their own email and train the spam filter by moving mail to a public folder where the spam server learns what is considered spam and what is considered safe. Virus protection is provided at the server level with daily scans of each workstation in case of accidental infection.

Users are not allowed to install any non-approved programs and are monitored to prevent excessive use of agency bandwidth or resources for personal use and any substantial waste of agency resources.

Staff members must read and sign-off on security training documents prior to gaining access to agency information security systems. Flyers are also posted around the agency with reminders regarding password security, website surfing tips, and best practices for safeguarding licensees' data.

Statewide Technology Goal 3

Serve Citizens Anytime, Anywhere

ECHO (Engineers Cash Handling Online)

ECHO is the Board's online system that allows license holders to update and modify their personal information and to record continuing education hours. It also allows license holders to pay their license renewal with their credit card. The system has been live since November 2005. Approximately 70% of all P.E. license renewals are now processed through this system.

In November 2006 the ECHO system was expanded to allow engineering firms to renew their registration and update their information online. Approximately 50% of all engineering firm renewals are processed in this system.

Comments and feedback from the engineering community is being used to improve the system. The usage rate has been consistent with the predicted models, and the agency continues to encourage usage through outreach activities and marketing materials such as email reminders, newsletter notices and flyers.

Online Application Tracking System

To improve communication efficiency during the application process, the agency has developed and implemented an automated application email system coupled with a web-based application tracking system. The system automatically tracks each application item received and each status change, sends an email to the applicant, and updates a custom webpage. This allows applicants to continuously monitor their progress through the process.

Website Improvements

The agency website is highly utilized by both licensees and the public for information gathering and online transactions. Applicants entering the licensure process can obtain all their forms online and keep abreast of the latest law and rule documents. Every exam registration cycle, over 95% of the registrations are conducted online. Grades are also posted online through a secure login retrieval method.

Additionally, the website contains extensive information on the enforcement complaint process and online forms are available to aid in the filing of a complaint. The Policy Advisory Opinion process is also outlined and any advisory opinions can be monitored for their progression and responses from the public.

Board members utilize the website to download agendas and review meeting materials. Video recordings of quarterly Board meetings are posted on the website for the general public to view. This format uses a free, readily-available viewer with small file sizes to accommodate any type of internet connection. The video of the full meeting is also edited into segments according to the agenda to enable ease of viewing.

Internal and Email Communication

The agency uses an internal Wiki system which allows staff to create, edit, and share internal documents online. This Wiki not only allows up-to-date development of process documents and provides information to agency staff, it also tracks who makes the changes, when documents were changed, and allows for documents to be reverted to a previous version if desired.

A majority of communication with license holders, applicants, and examinees is done electronically via email. Nearly 90% of all licensed engineers can be communicated via email.

Statewide Technology Goal 4

Pursue Excellence and Foster Innovation across the Enterprise

Recent changes to enhance workplace productivity include the implementation of an agency instant messaging system, an agency Wiki for documentation, and desktop system enhancements. On the horizon, the agency is working towards a document

management system for ease in file storage, retrieval, and archiving as well as improvements to the existing online applications enabling users to find information quickly and enter more information online which reduces data entry errors and customer support calls.

The agency migrated away from a legacy database system in 2003. Some recent agency improvements include upgrading the network to a gigabit Ethernet by replacing outdated cabling, network cards and servers. The IT department recently setup a SAN (Storage Area Network) for flexibility regarding file storage and upgraded to mirrored servers with flexibility regarding processors and storage. All agency servers are now virtualized enabling quick reboots, quick updates and flexibility regarding memory allocations.

All IT assets are tracked using real-time, open-source software. This enables the staff to track software installations, monitor hardware usage and ensure that licensees are in check with usage and the devices are being used to their full potential.

On a regular basis, the agency conducts outreach presentations to thousands of engineers all over the state. The agency is currently researching options regarding online webinars and conference systems as a means to reach more individuals while saving the agency time and resources.

As part of our focus on improving communications with our customers and the public, the agency is now using several social media systems to distribute information quickly and efficiently. Using Twitter, Facebook, and RSS News Feeds allows users to get up-to-date information and augments the agency's website, newsletter, and other communication channels.

Technology Initiative Alignment

The table below depicts the format and mapping of the Texas Board of Professional Engineer's current and planned technology initiatives to the agency's business objectives.

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED SSP STRATEGY	CURRENT OR PLANNED	ANTICIPATED BENEFIT(S)
Evaluate existing online applications for possible deployment of additional online payments and automated data capture.	Objective A.1 Ensure that all individuals offering engineering services to the public become licensed, maintain a current license, and that applications for licensure are considered and acted on in a timely manner.	3.2	Planned	Better agency efficiency which leads to better customer service to our license holders.
Develop online licensure system to allow an applicant to pay their fee online, fill out paperwork online, check their status as they move through the process, register for their exams, and then use the same system to maintain that license through the lifecycle of their professional engineer career.	Objective C.1 Ensure that agency processes and procedures are improved and resources and technology are effectively utilized to achieve greater efficiency.	3.2	Current and Planned	Better efficiency in the licensure process which enhances customer service and reduces staff workload.
Upgrade employee workstations using either a true virtualization method, a provisioned virtualization method, or by procuring new workstations with the latest specifications.	Objective C.1.02 Utilize technology to improve internal and external processes.	4.4	Planned	Empowering employees with the best tools to do their jobs ensures that the agency runs as efficiently as possible.
Research solution for the agency to conduct live meetings with the engineering community and other constituents that utilizes the "webinar" cost-saving methodology.	Objective C.1 Ensure that agency processes and procedures are improved and resources and technology are effectively utilized to achieve greater efficiency.	4.4	Planned	Meetings can be much more economical in regard to travel expenditures and time lost due to travel.

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED SSP STRATEGY	CURRENT OR PLANNED	ANTICIPATED BENEFIT(S)
Develop new agency branding and marketing plan including website redevelopment, correspondence, and printed materials.	Objective C.1 Ensure that agency processes and procedures are improved and resources and technology are effectively utilized to achieve greater efficiency.	4.1	Planned	A unified feel can be achieved by having one cohesive image in all methods of communication.
Using the existing imaging system as a foundation, deploy a document management solution that will enable all agency documents and emails to be easily indexed and then stored, retrieved, or archived.	Objective C.1 Ensure that agency processes and procedures are improved and resources and technology are effectively utilized to achieve greater efficiency.	4.4	Planned	This document management solution will enable employees to find any document type on any storage device based on specific index fields related to license holders' relevant information.

PERFORMANCE BENCHMARKING

As a part of its standard management operation, managers at the agency maintain statistical information that serves as “internal performance benchmarks” to be used in forecasting resource allocation and assessment of effective performance. These performance measures and benchmarks were revised in 2006 and 2008 and are tracked on a regular basis to measure progress and note areas of improvement.

Outcome Measures:

1. Percent of Licensees with No Reported Violations.
2. Recidivism Rate of Those Receiving Disciplinary Action.
3. Percent of Complaints Resulting in Disciplinary Action.
4. Percent of Total Cases Opened from the Public.
5. Percentage of Total Dollar Value of Purchasing and Public Works Contracts and Subcontracts Awarded to Hubs.
6. Percentage Rating for Customer Service / Satisfaction.
7. Number of Cases of Unlicensed Practice.

Output Measures:

1. Number of New Licenses Issued to Individuals.
2. Number of New Firm Registrations.
3. Number of Individuals Examined (By Exam Type).
4. Number of Licenses Renewed (Individuals).
5. Number of Registrations Renewed (Firms).
6. Number of Complaints Resolved (Internal and External).
7. Number of Disciplinary Actions Taken.
8. Number of HUB Contracts and Subcontracts Awarded.
9. Dollar Value Of HUB Contracts and Subcontracts Awarded.
10. Number of Policy Advisory Opinion Requests Issued.
11. Number of Outreach Events.
12. Number of Attendees for Outreach Events.
13. Open Records Requests Processed.
14. Number of Website Hits / Downloads (Select Pages).
15. Number of Staff Training Events.

Efficiency Measures:

1. Average Licensing Cost Per Individual License Issued.
2. Average Licensing Cost Per Individual License Renewed.
3. Average Licensing Cost Per Firm Registration Issued.
4. Average Licensing Cost Per Firm Registration Renewed.
5. Average Cost Per Exam Registration.
6. Average Cost Per Complaint Resolved (By Type).
7. Average Cost Per Attendee for Outreach Activities

8. Average Processing Time Per New Individual Licenses Issued (By Type).
9. Percentage of Exams Registered On-Line.
10. Percentage of Individual License Renewals Handled On-Line.
11. Percentage of Firm Renewals Handled On-Line
12. Average Time for Complaint Resolution.
13. Number of Continuing Education Audits.

Explanatory Measures:

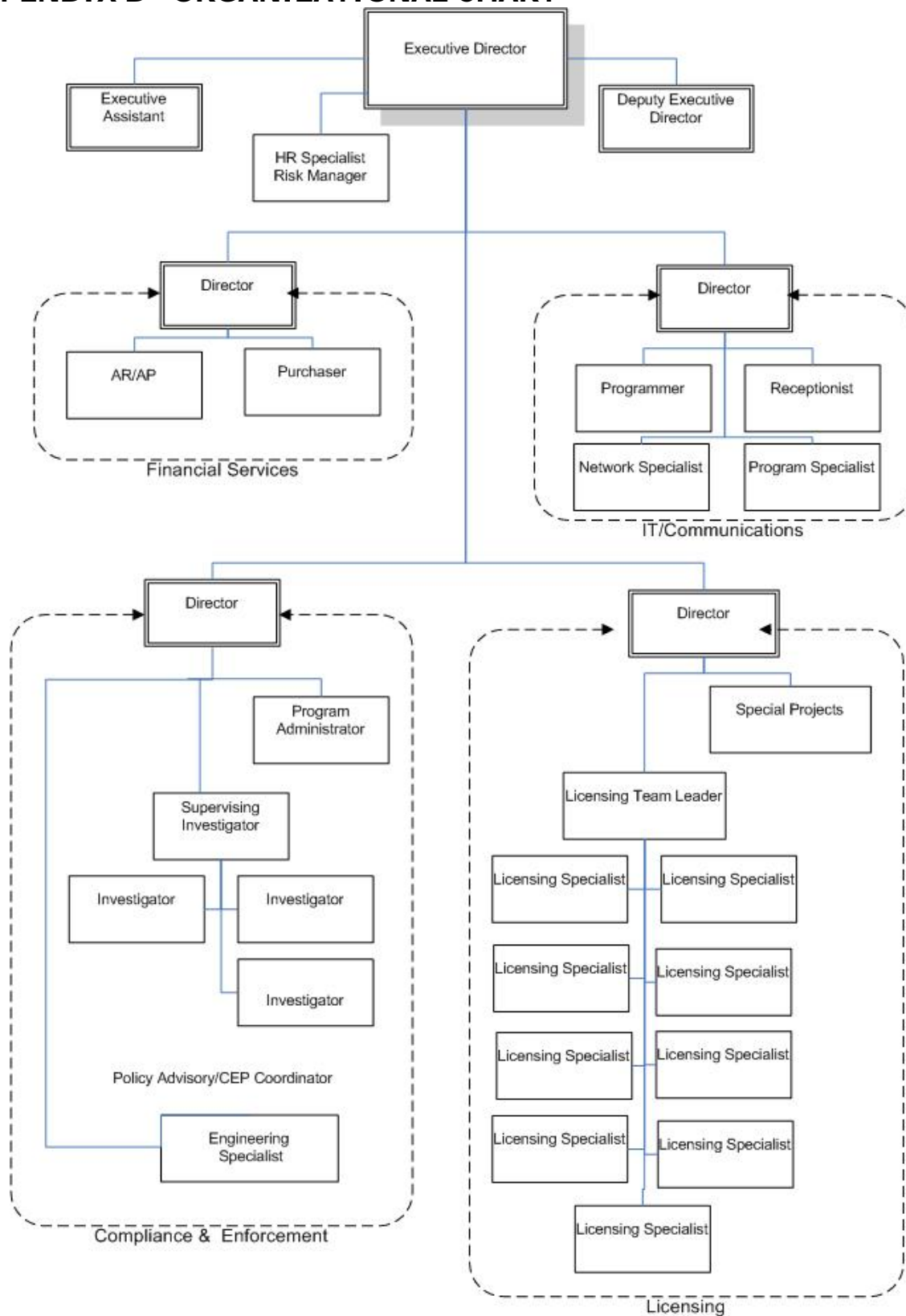
1. Total Number of Individuals Licensed.
2. Total Number of Firms Registered.
3. Exam Pass Rate.
4. Number of Jurisdictional Complaints Received.
5. Number of Official Personnel Complaints

APPENDIX A - PLANNING PROCESS

The Strategic Plan was based on an assessment of the agency's prior achievements, previous and current licensing trends, legislative mandates, SDSI, and current Board initiatives.

The Strategic Plan was developed with input from staff and Board members. Using the previous Strategic Plan as a starting point, each section was reviewed and updated to include new mandates, projects, initiatives and relevant data. Executive staff met several times to review and discuss projects and plans for the future as well as reviewing and revising the goals and performance measures for the agency.

APPENDIX B– ORGANIZATIONAL CHART



APPENDIX C – FIVE YEAR PROJECTION OF OUTCOMES

All performance measures and benchmarks were revised in 2008 and are tracked internally to measure progress and note areas of improvement. These metrics are reviewed every six months as part of the agency Business Planning process. New baseline values will be calculated and a Projection of Outcomes included in a future revision of the Strategic Plan.

APPENDIX D – LIST OF MEASURE DEFINITIONS

Outcome Measures

1. Percent of Licensees with No Reported Violations

Definition

The percent of the total number of licensed individuals at the end of the reporting period who have not incurred a violation within the current and preceding two years (three-year total).

Purpose/Importance

Licensing individuals helps ensure that practitioners meet legal standards for professional education and practice, which is the agency's primary goal. This measure is important because it indicates how effectively the agency's licensing activities deter violations of professional standards established by statute and Board rules.

Owner

The Compliance & Enforcement Division is responsible for collecting and calculating the data.

Source/Collection of Data

The information is a custom report run by the IT department and derived from the TIDE database. IT will determine the number of cases closed in the last three years.

Method of Calculation

This measure is a percentage calculation based on the total number of individuals currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. This measure is reported as a snapshot on the day the report is run.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

2. Recidivism Rate for Those Receiving Disciplinary Action

Definition

The number of repeat offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

Purpose/Importance

The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce the Texas Engineering

Practice Act and Board rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by licensed professional engineers. It is also tied to appropriate sanctions and outreach efforts.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data.

Source/Collection of Data

The information is a custom report run by the IT department and derived from the TIDE database. IT will determine the number of license holders that have 2 or more violations within the past 3 years.

Method of Calculation

This measure is reported in two ways: 1. A percentage calculated by dividing the number of individuals against whom two or more disciplinary actions were taken by the Board within the current and preceding two years by the total number of individuals receiving disciplinary actions within the current and preceding two years. 2. A percentage calculated by dividing the number of individuals against whom two or more cases were closed by the Board within the current and preceding two years by the total number of individuals with cases closed within the current and preceding two years.

For both measures, years are calculated as calendar years prior to the date the report is run.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

3. Percent of Complaints Resulting in Disciplinary Action

Definition

Percent of complaints that were resolved during the reporting period that resulted in disciplinary action.

Purpose/Importance

The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the Texas Engineering Practice Act and this measure seeks to indicate agency responsiveness to this expectation.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data and calculating this measure.

Source/Collection of Data

Disciplinary Action information is derived from the TIDE database. Data is collected on a month-by-month basis. However, since cases are only officially closed and logged in months in which a Board meeting is held, data is customarily only reported for those months (other months will be 0).

Method of Calculation

This performance measure is a compilation of the number of cases resulting in disciplinary actions and the number of cases closed. Note that this is not the same as total number of disciplinary actions. A given case may have multiple disciplinary actions.

Divide the total number of complaints resolved during the reporting period that resulted in disciplinary action divided by the total number of complaints resolved during the reporting period. The total number of complaints resolved is collected as a separate performance measure: Number of Complaints Resolved (Internal and External). Disciplinary action includes agreed orders, reprimands, suspensions, revocations, restitution and/or fines on which the Board has acted.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

4. Percent of Total Cases Opened From the Public

Definition

The total number of enforcement cases opened as a result of a public complaint.

Purpose/Importance

This measure indicates the number of cases opened as a result of public complaints and assists the agency in determining the workload.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data and calculating this measure.

Source/Collection of Data

The data is derived from the TIDE database. Data is collected on a month-by-month basis.

Method of Calculation

This measure is a percentage of the total number of cases opened as a result of a complaint from the public. This measure is calculated by dividing the number of cases opened as a result of a complaint from the public by the total number of cases opened.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

5. Percentage of Total Dollar Value of Purchasing and Public Works Contracts and Subcontracts Awarded to HUBs

Definition

The percentage dollar value of Contracts and Subcontracts awarded to Historically Underutilized Business (HUB) during the reporting period.

Purpose/Importance

It is a statewide initiative to give preference whenever possible to Historically Underutilized Businesses (HUBs).

Owner

The Finance Division is responsible for maintaining this data.

Source/Collection of Data

The data is derived from information available from the Comptrollers Website. Data is reported on a fiscal year basis.

Method of Calculation

The measure is calculated by dividing the total dollar amount of contracts and subcontracts awarded to HUBs by the total dollar amount of contracts and subcontracts awarded during the reporting period. Two versions of this measure are calculated and reported: (1) includes the total dollar amount of ALL contracts, and (2) includes the total dollar amount of all contracts minus the NCEES contracts. This provides a comparison of our actual local HUB usage.

Data Limitations: Agency has no control over number of bids during a reporting period.

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

6. Percent Rating for Customer Service / Satisfaction

Definition

The percent of the total number of licensed individuals surveyed who indicate that the agency provides services or products that meet their needs and expectations.

Purpose/Importance

Feedback from our regulated community is an important tool to determine the agencies effectiveness. This measure is an indicator of customer satisfaction with the agency's performance, services, and products.

Owner

The Executive Division, in conjunction with the IT & Communications Division, is responsible for collecting and calculating this data.

Source/Collection of Data

That data is collected from yearly customer service surveys of a sample of licensed individuals.

Method of Calculation

Calculated as total number of license holders indicating that they 'agree' or 'strongly agree' on the overall quality question divided by the number of respondents to customer service survey. Presented as a percentage.

Data Limitations: Agency has no control over survey response rate.

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

7. Number of Cases of Unlicensed Practice

Definition

The number of enforcement cases opened due to the unlicensed practice of engineering.

Purpose/Importance

It is critical that all individuals that offer engineering services to the public are licensed with the Board. This measure is an indicator of the degree of unlicensed practice.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data and calculating this measure.

Source/Collection of Data

The information is derived from the TIDE database. Data is collected on a month-by-month basis.

Method of Calculation

This measure counts the total number of cases closed per reporting period indicating a violation for unlicensed practice of engineering (B-cases).

Data Limitations: The agency has no control over the complaints filed.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Lower than Target

Output Measures

1. Number of New Licenses Issued to Individuals

Definition

The number of licenses issued to previously unlicensed individuals during the reporting period.

Purpose/Importance

A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Owner

The Licensing Division is responsible for maintaining the data in the licensing database.

Source/Collection of Data

The information is derived from TIDE database. Data is collected on a month-by-month basis. Data is consolidated into 6-month divisions for reporting.

Method of Calculation

This measure counts the total number of new licenses issued to individuals previously unlicensed in Texas during the reporting period, regardless of when the application was originally received. Licenses are counted as new for persons who were previously licensed but whose license expired and were required to meet the same criteria as a new applicant.

Data Limitations: The agency has no control over the number of new applications submitted or the number of individuals who successfully complete the examination requirements.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

2. Number of New Firm Registrations

Definition

The number of registrations issued to previously unregistered firms during the reporting period.

Purpose/Importance

A successful licensing structure must ensure that legal standards for registration are met for engineering firms. This measure is a primary workload indicator which is intended to show the number of unregistered firms who were documented to have successfully met all registration criteria established by statute and rule as verified by the agency during the reporting period.

Owner

The Licensing Division is responsible for maintaining the data in the licensing database.

Source/Collection of Data

The information is derived from TIDE database. Data is collected on a month-by-month basis.

Method of Calculation

This measure counts the total number of new registrations issued to firms previously unregistered in Texas during the reporting period, regardless of when the application was originally received.

Data Limitations: The agency has no control over the number of new applications submitted or the number of firms that successfully complete the registration requirements.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

3. Number of Individuals Examined

Definition

The number of individuals to whom examinations were administered during the reporting period.

Purpose/Importance

The measure reflects the number of individuals examined which is a primary step in licensing the individual and represents a major cost element for the agency. Examination purchase, grading, and notification costs are directly related to this measure.

Owner

The Licensing Division is responsible for maintaining the data in the database.

Source/Collection of Data

The information is derived from the TIDE database. This data is reported after grades are released for a given exam period; so there are only two data points per year.

Method of Calculation

The total unduplicated number of individuals examined by the agency at the end of the reporting period. The number of examinees for the Fundamentals of Engineering and the Principles and Practice of Engineering examinations is reported separately.

Data Limitations: The national examinations are only offered twice a year and the agency has no control over the number of examinations scheduled or individuals examined.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

4. Number of Licenses Renewed (Individuals)

Definition

The number of licensed individuals who held licenses previously and renewed their license during the reporting period.

Purpose/Importance

License renewal is intended to ensure that persons who want to continue to practice engineering in Texas satisfy current legal standards established by statute and Board rules. This measure is intended to track the number of individuals renewing their license during the reporting period.

Owner

The Licensing Division is responsible for maintaining the data in the database.

Source/Collection of Data

The information is derived from a custom report run by the IT department. IT will determine the total number of license holders that have renewed within the reporting period. IT will report the data by renewal type, including paper renewals and online renewals. Data is collected on a month-by-month basis and is reported by renewal period (quarterly).

Method of Calculation

The measure is a count of individual licenses renewed during the reporting period. This measure is a sum of license holders who have renewed by all methods, including paper renewals and online renewals. In addition, the three months per quarter will be summed to produce a final count of renewals.

Data Limitations: The agency has no control over the number of licensees who do not renew their license.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

5. Number of Registrations Renewed (Firms)

Definition

The number of registered firms that were registered previously and renewed their registration during the reporting period.

Purpose/Importance

Firm registration renewal is intended to ensure that firms that want to continue to offer engineering services in Texas satisfy current legal standards established by statute and Board rules. This measure is intended to track the number of firms renewing their registration during the reporting period.

Owner

The Licensing Division is responsible for maintaining the data in the database.

Source/Collection of Data

The information is derived from a custom report run by the IT department. IT will determine the total number of license holders that have renewed within the reporting period. IT will report the data by renewal type, including paper renewals and online renewals. Data is collected on a month-by-month basis.

Method of Calculation

The measure is a sum of firm registrations renewed by all methods, including paper and online renewals.

Data Limitations: The agency has no control over the number of firms that do not renew their registration.

Calculation Type: Cumulative

New Measure: No (Created 2005)

Desired Performance: Higher than Target

6. Number of Complaints Resolved

Definition

The total number of complaints resolved during the reporting period. This measure is reported as two values: Internal Complaints and External Complaints.

Purpose/Importance

The measure reflects the workload associated with resolving complaints.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data.

Source/Collection of Data

The information is derived from the TIDE database. Data is collected on a month-by-month basis. Data is recorded for both internal and external cases.

Method of Calculation

A count of the total number of complaints during the reporting period upon which the Board took final action or for which a determination was made that a violation did not occur. Two separate values are calculated: (1) Complaints resolved that originated from an outside source, (2) Complaints resolved that originated internally by the agency.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

7. Number of Disciplinary Actions Taken

Definition

The total number of disciplinary actions taken by the agency against licensees during the reporting period.

Purpose/Importance

The measure reflects the workload associated with the number of disciplinary actions taken by the Board against licensees. It is important that the agency enforce the Texas Engineering Practice Act and Board rules strictly enough to ensure consumers are protected from unsafe, incompetent, and unethical practice by licensed professional engineers.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data.

Source/Collection of Data

The information is derived from the TIDE database. Data is collected on a month-by-month basis. However, since cases are only officially closed and logged in months in which a Board meeting is held, data is customarily only reported for those months (other months will be 0).

Method of Calculation

A count of the total number of disciplinary actions issued by the agency against licensed individuals during the reporting period. Note that this measure is the number of disciplinary actions taken and is not the same as the number of cases closed with a disciplinary action. A single case may have multiple disciplinary actions.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

8. Number of HUB Contracts and Subcontract Awarded

Definition

The number of Historically Underutilized Business (HUB) Contracts and Subcontracts awarded during the reporting period.

Purpose/Importance

It is a statewide initiative to give preference whenever possible to Historically Underutilized Businesses (HUBs).

Owner

The purchasing section of the Finance Division is responsible for maintaining this data.

Source/Collection of Data

The data is derived from information available from the Comptrollers Website. Data is reported on a fiscal year basis.

Method of Calculation

The measure is a count of the total number of HUB Contracts and Subcontracts that are awarded during the reporting period.

Data Limitations: Agency has no control over number of bids during a reporting period.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

9. Dollar Value of HUB Contracts and Subcontracts Awarded

Definition

The total dollar value of Historically Underutilized Business (HUB) Contracts and Subcontracts awarded during the reporting period.

Purpose/Importance

It is a statewide initiative to give preference whenever possible to Historically Underutilized Businesses (HUBs).

Owner

The Finance Division is responsible for maintaining this data.

Source/Collection of Data

The data is derived from information available from the Comptrollers Website. Data is reported on a fiscal year basis.

Method of Calculation

The measure is a sum of the dollar amounts of the HUB Contracts and Subcontracts that are awarded during the reporting period. Two versions of this measure are calculated and reported: (1) includes the total dollar amount of ALL contracts, and (2) includes the total dollar amount of all contracts minus the NCEES contracts. This provides a comparison of our actual local HUB usage.

Data Limitations: Agency has no control over number of bids during a reporting period.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

10. Number of Policy Advisory Opinion Requests Completed

Definition

The number of policy advisory opinions completed during the reporting period.

Purpose/Importance

By statute, policy advisory opinion requests must have a response within 180 days of receipt. This measure is indicative of the workload and performance of the Policy Advisory Opinion team and the Compliance & Enforcement Division.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data in the tracking system.

Source/Collection of Data

Data concerning policy advisory opinions is gathered from the Policy Advisory Tracking System. Data is reported on a fiscal year basis. Both the number of Policy Advisory Opinions requested and the number completed in a given fiscal year are reported.

Method of Calculation

This measure counts the number of policy advisory opinions completed and issued within the reporting period. This count can include policy advisory opinions that are complete and only pending the final board meeting approval as board meetings are quarterly and are not included in the 180-day requirement.

Data Limitations: The Board has limited control of the number of policy advisory opinions requested.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

11. Number of Outreach Events

Definition

Total number of outreach events that staff presents during the reporting period.

Purpose/Importance

An important aspect of encouraging compliance with the Act and board rules is to inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers. Outreach presentations are an important part of this communication effort.

Owner

The Executive Division is responsible for this measure.

Source/Collection of Data

Data concerning outreach events is collected by the outreach coordinator. Data is reported to the outreach coordinator from individual presenters. Data is reported on a quarterly basis.

Method of Calculation

This measure counts the number of outreach presentations given by staff during the reporting period.

Data Limitations: The agency has limited control over the number of outreach requests.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

12. Number of Attendees for Outreach Events

Definition

Total number of attendees for outreach events presented by agency staff during the reporting period.

Purpose/Importance

An important aspect of encouraging compliance with the Act and board rules is to inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers. Outreach presentations are an important part of this communication effort.

Owner

The Executive Division is responsible for this measure.

Source/Collection of Data

Data concerning outreach events is collected by the outreach coordinator. Data is reported to the outreach coordinator from individual presenters. Data is reported on a fiscal year basis.

Method of Calculation

This measure counts the number of attendees at outreach presentations given by staff during the reporting period.

Data Limitations: The agency has no control over the attendance at outreach events.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

13. Open Records Requests Processed

Definition

Total number of open records requests processed during the reporting period.

Purpose/Importance

The agency is required to comply with the Public Information Act and open government standards.

Owner

The Compliance & Enforcement Division is responsible for this measure.

Source/Collection of Data

Data concerning open records requests is collected by the Public Information Officer. Data is reported on a month-by-month basis.

Method of Calculation

This measure counts the number of open records requests received during the reporting period.

Data Limitations: The agency has no control over the number of requests.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

14. Number of Website Hits/Downloads

Definition

The number of visits to particular agency websites.

Purpose/Importance

An important aspect of encouraging compliance with the Act and board rules is to inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers. It is also vital to communicate board activities and other information to the general public. An accurate and informative website is critical to communicating this information.

Owner

The IT/Communications Division is responsible for this measure.

Source/Collection of Data

This information is collected from website statistics tracking software provided through the agency internet service provider. Data is recorded on a month-by-month basis.

Method of Calculation

The number of visits to specific pages is totaled for the reporting period. These include:

- Index page
- PE Search
- Downloads
- CEP Info
- News
- Law & Rules (Sum of all available versions)

Data Limitations: The agency has no control over the number of visitors to the web site.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

15. Number of Staff Training Events:

Definition

The total number of training events attended by staff members during the reporting period.

Purpose/Importance

Staff education, training, and continuous improvement are vital to having a high performance organization. Board rules provide for training opportunities for staff members, and all directors encourage staff members to improve their professional skills.

Owner

The Finance Division is responsible for this measure.

Source/Collection of Data

This information is collected from Human Resources records. Training information is provided from division directors to the HR Coordinator. Data is reported on a quarterly basis.

Method of Calculation

This measure is a sum of all training events attended by all staff members during the reporting period.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

Efficiency Measures

1. Average Licensing Cost per Individual License Issued

Definition

Total expenditures for licensing activities related to an 'idealized' individual licensure process.

Purpose/Importance

This measure is intended to show how cost-effectively the agency processes new license applications for individuals.

Owner

The Licensing Division is responsible for calculating and reporting this measure.

Source/Collection of Data

The Licensing Division determines the process steps, and the Finance Division is responsible for the data related to salaries and other costs. This data does not change frequently; therefore a periodic review of the process for correctness and an update for average salary is necessary on a yearly basis. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' licensing application process. All processing steps are listed, along with the personnel performing the task, and the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per application.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

2. Average Licensing Cost Per Individual License Renewed

Definition

Total expenditures for licensing activities related to an 'idealized' individual license renewal process.

Purpose/Importance

This measure is intended to show how cost-effectively the agency processes license renewals for individuals.

Owner

The Licensing Division is responsible for calculating and reporting this measure.

Source/Collection of Data

The Licensing Division determines the process steps, and the Finance Division is responsible for the data related to salaries and other costs. This data does not change frequently; therefore a periodic review of the process for correctness and an update for average salary is necessary on a yearly basis. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' licensing renewal process. All processing steps are listed, along with the personnel performing the task, and the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per renewal.

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Lower than Target

3. Average Licensing Cost Per Firm Registration Issued

Definition

Total expenditures for licensing activities related to an 'idealized' new firm registration process.

Purpose/Importance

This measure is intended to show how cost-effectively the agency processes new firm registration applications.

Owner

The Licensing Division is responsible for calculating and reporting this measure.

Source/Collection of Data

The Licensing Division determines the process steps, and the Finance Division is responsible for the data related to salaries and other costs. This data does not change frequently; therefore a periodic review of the process for correctness and an update for average salary is necessary on a yearly basis. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' firm application process. All processing steps are listed, along with the personnel performing the task, and the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per application.

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Lower than Target

4. Average Licensing Cost Per Firm Registration Renewed

Definition

Total expenditures for licensing activities related to an 'idealized' firm registration renewal process.

Purpose/Importance

This measure is intended to show how cost-effectively the agency processes firm registration renewals.

Owner

The Licensing Division is responsible for calculating and reporting this measure.

Source/Collection of Data

The Licensing Division determines the process steps, and the Finance Division is responsible for the data related to salaries and other costs. This data does not change frequently; therefore a periodic review of the process for correctness and an update for average salary is necessary on a yearly basis. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' firm renewal process. All processing steps are listed, along with the personnel performing the task, and the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per renewal.

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Lower than Target

5. Average Cost per Exam Registration

Definition

Total expenditures for licensing activities related to an 'idealized' examination registration process.

Purpose/Importance

The measure reflects the efficiency in costs to register examinees for the national examinations.

Owner

The Licensing Division is responsible for calculating and reporting this measure.

Source/Collection of Data

The Licensing Division determines the process steps, and the Finance Division is responsible for the data related to salaries and other costs. This data does not change frequently; therefore a periodic review of the process for correctness and an update for average salary is necessary on a yearly basis. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' exam registration process. All processing steps are listed, along with the personnel performing the task, and the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per exam registration.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

6. Average Cost per Complaint Resolved

Definition

Total costs expended for the resolution of complaints during the reporting period divided by the total number of complaints resolved during the reporting period.

Purpose/Importance

The measure reflects the cost efficiency of the agency in resolving a complaint.

Owner

The Compliance & Enforcement Division is responsible for this calculating and reporting this measure.

Source/Collection of Data

The Compliance & Enforcement Division determines the process steps, and the Finance Division is responsible for providing the data related to salaries and other costs. This data does not change on a very frequent basis; therefore a periodic review of the process for correctness and an update for average salary is necessary on a yearly basis. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' investigation process. All processing steps are listed, along with the personnel performing the task, and the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per case.

Data Limitations: The average cost will be higher than targeted if fewer cases are closed than originally projected.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

7. Average Cost Per Attendee for Outreach Activities

Definition

Average cost expended per attendee for outreach activities completed during the reporting period.

Purpose/Importance

An important aspect of encouraging compliance with the Act and board rules is to inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers. Outreach presentations are an important part of this communication effort. This measure represents the ability of the agency to control costs related to outreach activities.

Owner

The Executive Division is responsible for this measure.

Source/Collection of Data

Data concerning outreach events is collected by the outreach coordinator. Data is reported to the outreach coordinator from individual presenters. Data is reported on a fiscal year basis.

Method of Calculation

The total cost (including travel expenses, lodging, and other associated costs, but excluding staff salaries) for all outreach activities during the reporting period, divided by the number of attendees of all outreach activities during the reporting period.

Data Limitations: The average cost will vary according to distance traveled, the number of events, and event attendance.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

8. Average Processing Time per New Individual License Issued (by type)

Definition

The average processing time of initial individual license applications from the time the initial application is received until the date the application is sent to the Director of Licensing for review.

Purpose/Importance

This measures the ability of the agency to process new applications in a timely manner and its responsiveness to its primary constituent group. This measure is also tied to staffing and productivity.

Owner

The Licensing Division is responsible for maintaining the data in the database.

Source/Collection of Data

The information is derived from custom queries in the TIDE database. This measure is reported on a month-by-month basis. Data is collected for two groups: (1) Standard PE applications and comity or "No Exams" applications combined; and (2) Waiver applications (all types combined).

Method of Calculation

The percentage is calculated based on the date the status of the application is listed as received to the time it is sent to the Director of Licensing for technical review during the reporting period. This measure is calculated for each application type (Waiver, No Exams, PE Exam). Applications that take over 180 days are considered non-standard and are removed from the calculation to allow for determination of the processing time for a standard application.

Data Limitations: None

Calculation: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

9. Percentage of Exams Registered On-Line

Definition

The number of examinations registered on-line compared to the total number of exam registrations during the reporting period.

Purpose/Importance

To increase productivity and improve customer service, the agency has implemented an on-line examination registration system. This measure is an indicator of the effectiveness of the system.

Owner

The IT & Communications Division is responsible for calculating and reporting this measure.

Source/Collection of Data

There are two components to this measure: (1) the number registered online and (2) the total number registered for the exam.

The total number of examinees that registered for exams online is a custom report run by the IT department and derived from the TIDE database.

The total number of exam registrants is derived from the TIDE database. This data is reported for a given exam period; so there are only two data points per year.

Method of Calculation

The percentage is calculated by dividing the number of exam registered online by the total number of exams registered.

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

10. Percentage of Individual License Renewals Handled On-Line

Definition

The percent of individual license renewals processed using the on-line renewal system (ECHO) during the reporting period.

Purpose/Importance

The agency has developed an on-line license renewal and profile management system called ECHO. This results in a savings in agency cost, manpower, and processing time, and more accurate licensing and financial data.

Owner

The IT & Communications Division is responsible for calculating and reporting this measure.

Source/Collection of Data

This measure consists of two components: (1) the number of license renewals handled through the ECHO online system is from a custom report run by the IT department and derived from the TIDE database, and (2) the total number of license renewals is from the performance measure Number of Licenses Renewed (Individuals). This number is reported on a month-by-month basis.

Method of Calculation

The total number of renewals processed using the ECHO system is divided by the total number of individual licenses renewed during the reporting period.

Data Limitations: The agency has no control over the renewal preferences of individual licensees.

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

11. Percentage of Firm Renewals Handled On-Line

Definition

The percent of firm registration renewals processed using the on-line renewal system (ECHO) during the reporting period.

Purpose/Importance

The agency has developed an on-line firm registration renewal and profile management system called ECHO. This results in a savings in agency cost, manpower, and processing time, and more accurate licensing and financial data.

Owner

The IT & Communications Division is responsible for calculating and reporting this measure.

Source/Collection of Data

This measure consists of two components: (1) the number of firm renewals handled through the ECHO online system is from a custom report run by the IT department and derived from the TIDE database, and (2) the total number of firm renewals is from the performance measure Number of Registrations Renewed (Firms). This number is reported on a month-by-month basis.

Method of Calculation

The total number of firm renewals processed using the ECHO system is divided by the total number of firm registrations renewed during the reporting period.

Data Limitations: The agency has no control over the renewal preferences of firms.

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

12. Average Time for Complaint Resolution

Definition

The average length of time to resolve a complaint during the reporting period.

Purpose/Importance

The measure reflects the agency's efficiency in resolving complaints (both internal and external). It is also related to staffing and productivity.

Owner

The Compliance & Enforcement Division is responsible for maintaining and reporting this measure.

Source/Collection of Data

There are two different values collected for this measure. The information is derived from the TIDE database. Data is collected on a month-by-month basis.

Method of Calculation

The total number of calendar days per complaint resolved (summed for all complaints resolved during the reporting period) that lapsed from receipt of a request for agency intervention to the date upon which final action on the complaint was taken by the Board, divided by the number of complaints resolved during the reporting period. Typically, after a complaint is received by the Board, they are reviewed and analyzed for jurisdiction and determination of sufficient evidence, at which point the case is initiated in the database and a case number is assigned. Cases are closed in the database after final action on the complaint has been taken by the Board.

Data Limitations: The board does not have control over the mix of case types.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

13. Number of Continuing Education Audits

Definition

The number of audits performed by staff to verify continuing education documentation from license holders that have renewed during the reporting period.

Purpose/Importance

The Board is statutorily required to implement a continuing education program for all active license holders. Part of that requirement is a periodic audit of compliance with the continuing education requirements in terms of amount and quality of continuing education activities.

Owner

The Compliance & Enforcement Division is responsible for maintaining and reporting this measure.

Source/Collection of Data

Audit candidates are randomly selected from all license holders that renewed during the renewal period in question. Letters are sent requesting proof of completion of the continuing education requirements. Data concerning continuing education audits is collected by the continuing education coordinator. Data is reported on a per-renewal-period basis.

Method of Calculation

This measure is the count of all completed audits during the reporting period.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

Explanatory Measures

1. Total Number of Individuals Licensed

Definition

Total number of individuals licensed at the start of the reporting period.

Purpose/Importance

The measure reflects the total number of currently licensed individuals, which indicates the size of the agency's primary constituency.

Owner

The Licensing Division is responsible for maintaining this data and reporting this measure.

Source/Collection of Data

The information is derived from the TIDE database. Data is collected on a month-by-month basis.

Method of Calculation

The total unduplicated number of individuals licensed at the start of the reporting period. Three separate numbers are reported: the number of individuals in Active status, the number of individuals in Inactive Status, and the total number of individuals who are licensed (sum of Active and Inactive).

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

2. Total Number of Firms Registered

Definition

Total number of firms registered at the start of the reporting period.

Purpose/Importance

The measure reflects the total number of currently registered firms which indicates the size of the agency's engineering business constituency.

Owner

The Licensing Division is responsible for maintaining the data and reporting this measure.

Source/Collection of Data

The information is derived from the TIDE database. Data is collected on a month-by-month basis.

NOTE: Reporting of firm type changed on 1/1/2008. (Firms and Sole Practitioner definitions changed.) This has retroactively affected historical data as calculated by TIDE. Therefore, all data starting with November 1, 2008, will be reported with the new criteria.

Method of Calculation

The total unduplicated number of firms registered at the start of the reporting period. Three separate numbers are reported: the number of 'regular' registered firms, the number of sole practitioners, and the total number of firms that are registered (sum of regular and sole practitioner).

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

3. Exam Pass Rate

Definition

The percent of individuals to whom examinations were administered during the reporting period who received a passing score.

Purpose/Importance

The measure reflects the rate at which examined passed the licensure examinations. This is an important step in the licensing process and a low pass rate may represent unnecessarily restrictive examinations or inadequate preparation by students or applicants.

Owner

The Licensing Division is responsible for maintaining the data and reporting this measure.

Source/Collection of Data

Examination data is provided in digital format by the National Council of Examiners for Engineering and Surveying and loaded into the TIDE database. This data is currently retrieved using custom reports. This data is reported after grades are released for a given exam period; so there are only two data points per year.

Method of Calculation

The total number of individuals who passed an examination is divided by the total number of individuals examined. The number of examinees for the Fundamentals of Engineering and the Principles and Practice of Engineering examinations is reported separately. From the report, divide the number of examinees with the status "Pass" by the total number of examinees who took the exam (sum of those who have status of "Pass" and "Fail") to determine the percentage pass rate. The number of examinees for the Fundamentals of Engineering and the Principles and Practice of Engineering examinations is reported separately.

Data Limitations: The agency has no direct control over examinee grades.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

4. Number of Jurisdictional Complaints Received

Definition

The total number of complaints received during the reporting period that are within the agency's jurisdiction of statutory responsibility.

Purpose/Importance

The measure indicates the number of jurisdictional complaints that assists the agency in determining the workload.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data and reporting this measure.

Source/Collection of Data

The information is derived from the TIDE database. Data is collected on a month-by-month basis.

Method of Calculation

The agency counts the total number of complaints received during the reporting period. The number of complaints that are not within the agency's jurisdiction are not included in the calculation.

Data Limitations: The agency has little control over the number of complaints filed.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

5. Number of Official Personnel Complaints

Definition

The total number of official personnel complaints received during the reporting period.

Purpose/Importance

The measure indicates the total number of personnel complaints filed against the agency and represents a measure of the quality of the work environment at TBPE.

Owner

The Finance Division is responsible for this measure, and the HR representative collects and reports this measure.

Source/Collection of Data

The information is derived from HR records and from the Texas Workforce Commission. Data is reported on a fiscal year basis.

Method of Calculation

The agency counts the total number of official complaints filed with the Texas Workforce Commission during the reporting period.

Data Limitations: Complaints are filed independently by employees.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Lower than Target

APPENDIX E - WORKFORCE PLAN

FORWARD

The Texas Board of Professional Engineers (Board) Workforce Plan details Board efforts to regulate engineering services while striving to remain responsive to the licensing community it serves. The Workforce Plan forecasts goals and skills required to ensure that the agency is operating in accordance with its mission while upholding the standards required by the regulated license holders.

OVERVIEW

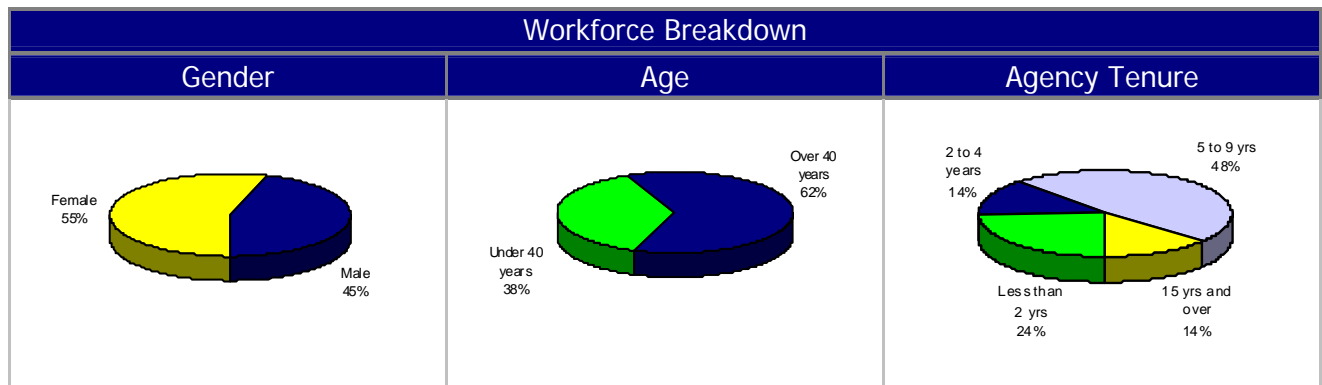
The agency works efficiently under the Self-Directed Semi-Independent (SDSI) Project Program and most staff members perform multiple job functions. The Board has high standards of performance and customer service that require the agency to maintain a highly skilled staff.

The knowledge, skills, and experience of our employees are vital to meet the goals and objectives of the Board. During the biennium, the Board has undergone a re-evaluation of resources and has made several changes to staff, including reorganizing the Licensing Division to optimize each position.

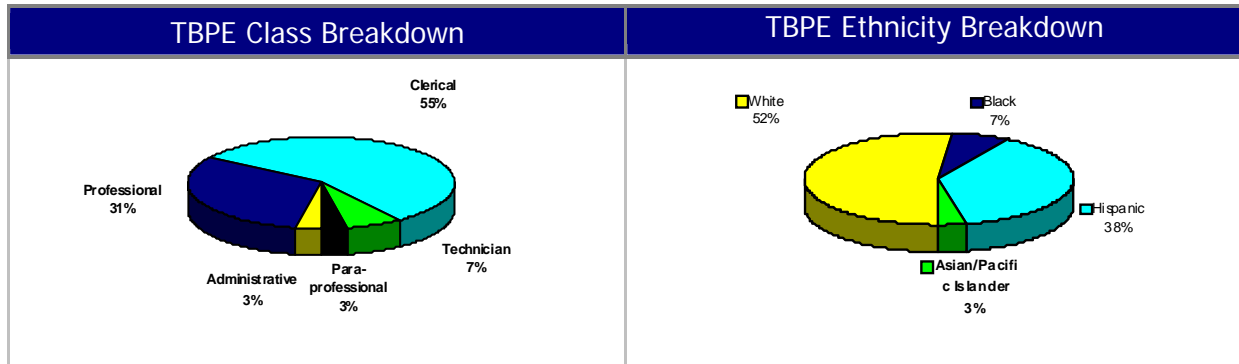
WORKFORCE DEMOGRAPHICS

Gender, Ethnicity, Age

The following charts profile the agency's workforce as of June 2010. The agency's workforce comprises 55% females and 45% males. 62% of the employees are over the age of 40. More than 37% of employees have less than five year's agency service. This percentage warrants training programs to ensure our employees maintain professional growth and development.



The agency has 31 full-time employees and 29 filled positions, including one exempt position. Using EEO definitions, there are currently officials and administrators—1; professionals—9; clerical employees—17; and technicians—2. Five Professional Engineers are on staff to analyze and evaluate technical engineering issues and the technical/professional credentials of applicants. The ethnic distribution of the staff is 51.72% White, 37.94% Hispanic, 6.90% Black, and 3.45% Asian/Pacific Islander.



Employee Turnover

Turnover is an important issue in any organization and the Board is no exception. Average tenure in the agency is just over 6 years. By focusing on employee retention and performance improvement issues, the agency turnover rate has decreased from 22% in 2008 to 3.23% in 2010 with a two year average of 6.45%.

Retirement Eligibility

During the last two years, the Board lost one employee due to retirement. The agency estimates that the agency could lose three employees in the next five years due to retirement.

FUTURE WORKFORCE PROFILE

The ongoing changes in engineering practice, technology, and the economy mean TBPE will have to revise and adapt current processes to meet future challenges. As a result, these are the changes we anticipate in our workforce:

A. Critical Functions

- Enhancement of Communication and Outreach Functions;
- Enhancement and Improvement of Compliance & Enforcement Process; and

- Continued Development of IT Initiatives In-House.

B. Expected Workforce Changes

- Increased Use of Technology to Revise and Streamline Work Processes; and
- Increased Employee Cross-Training in Functional Areas.

C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

- Due to optimizations, the agency does not anticipate an increase in FTE Count;
- Agency will review staffing needs in light of improvements and process changes.

D. Future Workforce Skills Needed

To administer the variety of activities required in an efficient and effective manner, the agency relies on a competent and knowledgeable staff. In addition to the critical competencies listed before, additional skills will be essential for future positions:

- Communication skills;
- Change management;
- Process analysis and improvement;
- Technical and Computer Skills;
- Collaboration;
- Negotiation and facilitation;
- Project management;
- Performance management;
- Strategic planning; and
- Business process re-engineering.

APPENDIX F – SURVEY OF EMPLOYEE ENGAGEMENT

The agency participated in the 2009 Survey of Employee Engagement (SEE). Based on the assessments, the staff indicated the following areas of interest:

Lowest Scores	Highest Scores
• Internal Communication	• Benefits
• Diversity	• Physical Environment
• Pay	• Employee Development
• Team	• Supervision
• Employee Engagement	• External Communication

The agency previously participated in the Survey of Organizational Excellence (SOE). The SOE has been reworked with new questions and new constructs to become the SEE. While some of the questions remain the same, the new constructs do not allow for a direct comparison with prior survey results. However, the results of the new survey provide direction for management and staff regarding areas of improvement.

Management has taken this information very seriously and has set several internal goals, including implementing an agency wide communication program, developing workgroups and cross-agency teams to review the survey results and provide input on developing solutions, emphasizing open channels of communication both between management and staff and between agency departments, and various process improvement projects including training in communications and teamwork.

The SEE provides important direction for improvements in our workforce, and the Board is committed to improving internal communication and overall workforce effectiveness.

APPENDIX G – SDSI Mission

SELF-DIRECTED SEMI-INDEPENDENT PILOT PROJECT

SDSI Strategic Plan, Mission and Vision

Vision:

The Semi-Independent, Self-Directed (SDSI) agencies envision a more effective, responsive and accountable system for the regulation of our professions.

Mission:

To enable the SDSI agencies to respond more effectively and proactively to the changing needs of licensees and the public.

Purpose:

The SDSI pilot program was created to demonstrate the effectiveness of operating independently of the appropriations process while becoming more accountable and responsive to the stakeholders and the Legislature.

Goals:

- Provide high quality administration through effective programs and services.
- Conduct business in a timely, efficient and cost effective manner.
- Strengthen the public's trust and confidence in the licensed professionals we regulate.
- Maintain competence of licensees through continuing education.
- Promote, encourage and expand training in ethics for licensees.
- Improve communication and customer service to all stakeholders.
- Protect the public interest through fair and forthright enforcement activities.
- Improve operational efficiencies by sharing best practices between the SDSI agencies.
- Provide for long-term planning to be responsive to a changing global business environment.
- Develop metrics to assess the benefits of SDSI on an ongoing basis.

APPENDIX H– 2011-2015 Projects

Fiscal Year 2011

- Online PE Application submittals including fees;
- Plan and Host NCEES Southern Zone Meeting (2011);
- Evaluate and implement electronic document management system (scanning, licensing, enforcement, open records, NCEES Council Records, etc.) *;
- Evaluate application processes for possible online deployment: firms and EIT*;
- TIDE status revisions;
- Increased Outreach Program–Staff outreach, Webinars, Workshops, Policy Advisories, NCEES Committees, brochures, other media, etc.;
- TBPE Rebranding – website, publications, outreach materials, etc.;
- Newsletter: 1/year mail out and electronic version;
- eNewsletter: Quarterly post-Board meeting e-mail news;
- Staff Training Plan –Staff Development;
- International Licensure;
- Software Engineering Exam Development*;
- Computer Upgrades*;
- Promote Computer Based Testing for the FE exam*;
- Implement NCEES EMS;
- Automate / simplify document printing processes – Notifications, Certificates, etc.;
- Annual Internal Audit – Cash Handling;
- PE Recognition Program (Longevity);
- Building Operations / Maintenance and Improvements*.

* Also on two-year plan.

Two-Year Plan (FY 2011-2012)

- Implement application process for online deployment: firms and EIT;
- Evaluate and implement electronic document management system (scanning, licensing, enforcement, open records, NCEES Council Records, etc.);
- Plan NCEES Annual Meeting (2013)**;
- Building Operations / Maintenance and Improvements (Cont.);
- Software Engineering Exam Development;
- Computer Upgrades;
- Implement Computer Based Testing for the FE exam.

** Also on five-year plan.

Five-Year Plan (Through FY 2015)

- Plan / Host NCEES Annual Meeting (2013)